

PERFORMANCE WORK STATEMENT  
FOR  
THE U.S. ARMY RAPID EQUIPPING FORCE (REF)

C.1.1 General Scope. The contractor shall provide all labor, management, and support necessary for supporting the Rapid Equipping Force (REF) in the successful accomplishment of its mission. This scope covers the base year and four (4) option years.

C.1.2 Mission. The REF was originally formed at the direction of the Vice Chief of Staff of the United States Army (VCSA) to develop strategies and methodologies to swiftly introduce materiel innovations into the U.S. Army by taking emerging technologies to operational environments for initial field evaluation. As a result of its successful record, the Chief of Staff of the United States Army (CSA) has directed the VCSA to institutionalize the REF as an independent operating activity with an expanded mission scope supporting current and future Army requirements. The CSA's intent for the REF is to fulfill the following functions:

C.1.2.1 Insertions into the Current Force. The REF will continue to insert technology and capability enhancements into the current force as it conducts the Global War on Terrorism thereby enhancing its ability to successfully execute its mission;

C.1.2.2 Accelerate Technology Transfer. The REF will pull emerging technologies and future force capability surrogates into the current operational environment to accelerate technology transfer and hasten its achievement of desired future force capabilities.

C.1.3 Background. Under the most common DoD Acquisition Decision Support System processes (PPBES, JCIDS and Acquisition), it may take anywhere from 2-10 years for new equipment to be developed, assessed, produced and fielded. The goal for the REF is to compress this timeframe to 90-180 days for small quantities of equipment. The REF searches for existing technology that is currently in the commercial marketplace (national or international) or emerging from Government laboratories that can be used as is or easily adapted for the identified need in order to equip specific Army units in theater.

The REF receives statements of need, requirements, capability gaps and ideas from a variety of sources (soldier's suggestions, direction from higher HQ, unsolicited proposals, etc). REF staff uses a documented process to seek solutions and evaluate them to determine if they potentially provide "51%" of the required capability. If the answer is "yes", REF expedites the acquisition and fielding of the equipment to designated units while concurrently engaging the Army processes to create the appropriate level program for providing the capability to the entire Army.

At the core of the REF's mission is the identification of an immediate warfighter need and the rapid equipping with products to satisfy the need to the extent possible/available. On average the time between the need recognition of the immediate warfighter need to having equipment in the hands of the warfighter is 90-180 days.

C.1.4 Personnel. The contractor shall provide qualified personnel to accomplish all contract support services. All of the contractor's employees must be citizens of the United States or, if aliens, be legal residents of the United States.

C.1.4.1 Conduct of Contractor Employees. The contractor's employees shall observe and comply with all applicable local and higher headquarters regulations, policies, and procedures. The contractor shall ensure that its personnel present a professional appearance at all times and that their conduct shall not reflect discredit on the U.S. Army. The Government may direct the contractor to remove from the job site any employee(s) for reasons of misconduct or security or poor duty performance. The removal from the job site of such a person shall not relieve the contractor of the requirement to provide adequate and timely service.

C.1.5 Non-disclosure. The contractor may be required to access data and information proprietary to another Government agency, another Government contractor, or of such a nature that its dissemination or use other than as specified would be adverse to our interest. Neither the contractor nor the contractor's employees shall divulge or release data or information developed or obtained under this contract except to authorized Government personnel or upon written approval of the Contracting Officer. The contractor shall not use, disclose or reproduce proprietary data that bears a restrictive legend. The contractor shall obtain proper written approvals prior to releasing any information marked "PROPIN" (proprietary information). Under Title 18, Sections 793 and 798, the contractor and its employees are liable for any improper release of information.

C.1.5.1 Disclosure of information regarding operations and services of the activity to persons not entitled to receive the information, or failure to safeguard any classified information that may come to the contractor (or any persons under the contractor's control) in connection with work under this work statement may subject the contractor, its agent, or employees to liability under Title 18, Sections 793 and 798 of the United States Code. Neither the contractor nor its employees will disclose, cause or allow to be disseminated any information concerning the operations of the activity which could result in, or increase the likelihood of, the possibility of a breach of the activities, security or interruption of the continuity of its operations.

C.1.5.2 The contractor shall forward to the COR any inquiries, comments, requests or complaints referencing the services required under this contract.

C.1.5.3 Inquiries the contractor receive for work performed under this contract shall be referred to the Government for evaluation under the Freedom of Information Act of 1975, Public Law 93-502, 5 U.S.C., Section 552. The determination of whether records will be released will remain with the Government. The contractor will be responsible for search and submission of records upon request by the Government.

C.1.6 Security. The contractor's personnel and representatives shall abide by all security regulations applicable to the site of performance. The contractor's personnel and property shall be subject to search and seizure upon entering or leaving any one of the performance sites in accordance with local directives.

C.1.6.1 Facility Clearance. The contractor shall possess or be able to obtain a clearance at the classification level of SECRET prior to the contract start date. The contractor shall be able to obtain a TOP SECRET clearance as required to support specific tasks.

C.1.6.2 Personnel Security Clearances. The contractor shall apply for security clearances for any of its personnel not already cleared within 14 days of the contract start date. The contractor shall apply with the installation Security Office in accordance with local security directives and section 2, page 2-2-1 of DOD 5220.22-M, National Industrial Security Program, Jan 1995. An interim clearance may be granted pending final approval through the completion of a National Agency Check (NAC) by the Directorate of Industrial Security (DIS). The REF security office must pre-approve work with classified information for an employee with an interim clearance. It is the contractor's responsibility to assure that employees without the necessary clearance are not allowed access to classified information or to perform classified work without this approval. All employees, unless annotated otherwise, shall have a secret clearance. Work performed at Ft Meade, MD may require a Top Secret clearance and eligibility for SCI access.

C.1.6.3 Vehicle Registration. The contractor's employees shall register their personal vehicles (including motor vehicles, bicycles or mopeds) with the installation Provost Marshall's office for the work site. They will be required to produce a current registration and license and proof of insurance. Registration and license must be kept current at all times. Decals shall be returned to the Provost Marshall's office within three days of the event ending the requirement for registration. Visitor passes may be issued for short duration and must be returned immediately upon completion of the work at that site.

C.1.6.4 Vehicle Operation. The contractor's employees must possess a valid operator's license for the category of vehicle that they are operating.

C.1.6.5 Key, Cipher and Combination Control. The contractor shall be responsible for keys, ciphers, and combinations that the Government provides to the contractor. Keys shall not be duplicated or used by unauthorized personnel. The contractor shall immediately report lost or stolen keys to the COR. In the event that a key is lost or stolen or a cipher or combination is compromised, the Government will replace the locks or reset the cipher or combination. The contractor shall ensure that all employees are knowledgeable of the Key, Cipher and Combination Control policies and procedures of the REF and the procedures for reporting a lost or stolen key or a compromised cipher or combination.

C.1.7 Safety and Environmental. The contractor shall ensure that its employees are trained in the REF Safety and Accident Prevention Plan and ensure that the employees execute that features of this plan.

C.1.7.1 Environmental Stewardship. The contractor and its employees shall be responsible for integrating environmental compliance and conservation of natural and cultural resources and pollution considerations into the contractor's goals and objectives.

C.1.8 Quality Control. The contractor shall implement a complete quality control program that is capable of identifying potential and actual problem areas encountered during performance and

resulting in corrective action. The Quality Control Plan shall be a part of the Management Plan required in Section C.5 of the performance work statement.

C.1.9 Quality Assurance. Inspection and acceptance of the contractor's work shall be in accordance with an approved surveillance plan based on the Performance Requirements Summary found at Exhibit B.

C.1.10 Training. The contractor shall be responsible for providing appropriately trained personnel. A training plan for keeping the contractor's employees informed on recent topics shall be part of the Management Plan in section C.5. The Government may provide in-service training on special topics that are required for mission support.

C.1.11 Fraud, Waste and Abuse. The contractor shall be responsible for maintaining proper conduct and good discipline within the areas the contractor occupies. The contractor's personnel shall be encouraged to be alert to and report suspected situations of fraud, waste and abuse or other intentionally dishonest conduct. The contractor's personnel shall practice utilities conservation and shall operate under conditions that preclude the waste of Government furnished utilities.

C.2 Federal Holidays – Ten days recognized by the Federal Government as holidays:

- New Year's Day – 1 January
- Martin Luther King Day – 2<sup>nd</sup> Monday in January
- President's Day – 3<sup>rd</sup> Monday in February
- Memorial Day – 4<sup>th</sup> Monday in May
- Independence Day – 4 July
- Labor Day – 1<sup>st</sup> Monday in September
- Columbus Day – 3<sup>rd</sup> Monday in October
- Veteran's Day – 11 November
- Thanksgiving – 4<sup>th</sup> Thursday in November
- Christmas – 25 December

C.3 Government Furnished Property.

C.3.1 Facilities. The Government will provide office space for all of the contractor's personnel.

C.3.2 Utilities. The Government will provide all standard utilities to the provided facilities.

C.3.3 Property. The Government will provide all office equipment and supplies to include office automation and ADP hardware and software for work required to be performed at Government sites. The Government may provide office automation (cell phone, palm pilot, etc) as determined necessary by the Director, REF.

Costs for usage of personal office automation equipment will not be charged against the contract unless specifically authorized by the Director REF on a case-by-case basis.

C.4 Contractor Furnished Property. The contractor shall provide labor only.

C.5 Program Management Plans. The contractor shall submit the following plans to the contracting office and to the REF. All updates to these plans must be submitted to the Government at least 10 days prior to implementation.

C.5.1 Management Plan - The plan shall provide a unified management capability and structure that will ensure cost-effective and responsive support to REF. It shall describe the contractor's organization, assignment of functions, duties, responsibilities, management procedures and policies, and reporting requirements for the conduct of contractually imposed tasks, projects, or programs. Proposed changes to the Management Plan must be submitted for review at least 10 days prior to their effective date. As a minimum, the plan will include:

C.5.1.1 Physical Security Plan. The contractor shall comply with the REF Physical Security Plan and guidance contained in local applicable security directives, and with the Industrial Security Manual for safeguarding classified information and material (DoD 5220.22M - Jan 95). The contractor shall annually train employees on the security procedures and processes in effect at the REF and shall include performance of security procedures as a component of its Quality Assurance/Surveillance Plan. The contractor shall emphasize the procedures for safeguarding sensitive and classified information in training its personnel.

C.5.1.2 Safety Plan. The plan shall:

- Include an accident prevention plan in accordance with AR 385-10 and MIL-STD-882C
- Conform to the specific safety requirements established by this contract.
- Comply with all corrective and preventative measures or controls prescribed by Federal, State, and local governments for the protection of life and health of personnel.
- Include a safety training program.
- Establish reporting procedures for accidents or safety problems.

C.5.1.3 Quality Control Plan. The contractor shall implement a complete quality control program that identifies potential and actual problem areas with proposed corrective actions. This plan shall describe how the Quality Program will be conducted and describe the specific techniques and activities to be performed and their integration and development in conjunction with other specified related plans. The basic tenet of the plan is that the contractor is responsible for quality of the services provided to the Government. The plan shall:

- Be structured to assure independence from any other parts of the contractor's organization.
- Have direct accountability to the contractor's top management.
- Address overall project management and administration.
- Be a comprehensive program to plan and deliver quality services.
- Cover all services.
- Describe a method of identifying deficiencies.
- Establish an inspection system covering all services.
- Contain specific quality control techniques.
- Require documentation.

C.6 Duties and Responsibilities. The specified number of Full Time Equivalents (FTE) identified represents the number of personnel currently on contract with the REF. These numbers are not to be taken as a directive of what is required to perform the mission, only what

is currently on contract at the REF. Additional/reduced support may be required either by increasing/decreasing new positions or by increasing/decreasing the number of FTE positions. Unless noted otherwise, all work is located at Ft Belvoir, VA

C.6.0 The contractor shall designate task monitors for each Support Area (Headquarters, Operations, and Acquisition). The Government will provide these monitors with a set of taskings and these individuals shall be responsible for specific task assignments as required for mission accomplishment.

C.6.1 Headquarters Support Services. Headquarters support service directs the actions of REF organization. This includes formal communications with external agencies, activities and organizations.

C.6.1.1 Special Consultant, REF (2 FTE). The contractor shall assist the Director in the refinement, evolution and communication of an organizational vision for the REF; assist the Director in the evolution and implementation of the mission statement, and document revisions to the mission in modifications to the concept plan, TDA or General Order as required; assist in the continuous refinement of appropriate goals and objectives to guide REF activities and initiatives during the period of performance. The contractor shall:

Assist the Director in establishing suitable metrics to evaluate organizational performance against approved goals and objectives.

At the direction of the Director, REF, serve as the principal liaison to the senior Army Staff (ARSTAF) and Major Command (MACOM) leaders to ensure close and continuous coordination of REF activities consistent with guidance from Army senior leaders.

Assist the Director in communicating REF messages, activities and accomplishments by representing the Director and the organization as directed at Service, Joint and Industry forums.

Exercise overall guidance for the Strategic Communications activities for the REF to include development, implementation, direction and oversight of all REF planning and communications activities ensuring the integration and consistency of mission, message and operational execution across the entire organization.

Travel/TDY will be required to accomplish the mission.

**RESULTS:** The contractor shall assist the Director in the refinement, evolution and communication of an organizational vision for the REF.; assist the Director in the evolution and implementation of the mission statement, and document revisions to the mission in modifications to the concept plan, TDA or General Order as required; continuous refinement of appropriate goals and objectives to guide REF activities and initiatives during the period of performance

**OUTPUTS: :** The contractor shall also assist the Director in establishing suitable metrics to evaluate organizational performance against approved goals and objectives serve as the principal liaison to the senior Army Staff (ARSTAF) and Major Command (MACOM) leaders to ensure close and continuous coordination of REF activities consistent with guidance from Army senior leaders; assist in communicating REF messages, activities and accomplishments by representing the Director and the organization as directed at Service, Joint and Industry forums and exercise overall guidance for the Strategic Communications activities for the REF to include development, implementation, direction and oversight of all REF planning and communications

activities ensuring the integration and consistency of mission, message and operational execution across the entire organization.C.6.1.2 Executive Officer

C.6.1.2 Management Consultant (1 FTE). The contractor must understand complex issues, processes, organizations and personalities. This will be a highly visible job that will likely have direct communication with the VCSA/CSA and other senior General Officers in the Director's absence (Director will be TDY extensively). The contractor will work daily at the Colonel/GS-15 and General Officer/SES level, such as the HQDA G3/VCSA's contractor, to accomplish complex and time sensitive taskings and to report status. The contractor will often have to expedite actions outside normal channels. The contractor is also responsible for managing the Director's email traffic and will be required to operate both NIPR and SIPR access.

RESULTS: Daily, weekly and monthly calendar coordinated and synchronized to ensure the most efficient use of the Directors time. Issues organized and presented in a manner so that the Director can focus on high priority issues and manage time and resources effectively. Director represented with the highest level of professionalism in all contacts with outside organizations and headquarters.

OUTPUTS: Daily, weekly, monthly calendar tracking, based on Director's guidance and priorities. Management of all correspondence (email, letter, phone) so to efficiently and rapidly respond and to ensure the appropriate internal addressees are aware of commitments and Director's intent.

C.6.1.3 Administrative Assistance Support (1 FTE) The contractor shall provide all administrative support for REF, performing and coordinating a wide variety of clerical, office automation, management, administrative assistance and advisory functions. The contractor facilitates paper flow, answers inquiries and provides secretarial support for the organization including preparation of correspondence, duplication and distribution of documents, database maintenance, travel management, calendar coordination, preparation and maintenance of TAPES documentation, filing, time attendance reporting, and coordination. The contractor shall maintain an automated filing system in accordance with MARKS. The contractor shall maintain the technical library, including program documents, other government publications, and related materials.

RESULTS: Director's time is used efficiently and focused on priority issues.

OUTPUTS: REF correspondence, visitor assistance, maintenance of REF files and other administrative duties as necessary.

C.6.1.4. Initiatives Group Action Officer (IGAO) (2 FTE). The contractor will assist the Director in conceptualizing, programming and implementing the REF vision. The contractor will often have to expedite actions outside normal channels. Additionally, the contractor will: prepare accurate and timely responses to senior leader request for information; coordinate with ARSTAFF LNOs to insure synchronization of activities within the Pentagon (G-3, G-8, ABO, ASA(ALT), JRAC, DoD, others); and coordinate with the Joint IED Defeat Task Force to ensure synchronized message.

**RESULTS:** Special actions initiated by the Director are fully coordinated across the REF organization and with key customers.

**OUTPUTS:** Routinely prepare for, and present to, the Director staff analysis, issue papers, executive summaries and presentations on key issues for use by the Director to interact with key leaders and stakeholders. Communicate key issues and tasks from the Director to the appropriate action officer in the REF for execution.

**C.6.1.5 Research Director (0 FTE).** The contractor shall provide a highly qualified and experienced candidate to serve as the Research Director to the PM, REF. The contractor will provide the following full time support services: Topic Expertise and Guidance; and, develop, coordinate and execute studies, seminars and conferences with appropriate participation from experts in government and academia to further the Army's understanding of unconventional warfare. Work is located at Ft Meade, MD.

**RESULTS:** The contractor provides the ability for the REF, and REF customers, to anticipate future asymmetrical threat actions and provide proactive solutions. Increased understanding of unconventional and asymmetric warfare by members of the target audience leading to innovation in the use of technology applied to the requirements of the Global War On Terrorism.

**OUTPUTS:** Routinely prepare and present, both written and orally, white papers and in-depth analysis on issues as prioritized by the Director, REF. Represent the REF at seminars and conferences that pertain to topics of interest to the REF. Meeting reports and other documents that both report the proceedings of relevant meetings and propose avenues of intellectual research/discourse for further research. White papers published in professional journals, when approved by Director REF, to stimulate intellectual understanding of asymmetric warfare across the Army.

**C.6.1.6 Public Affairs and Strategic, Communications and Policy Operations (2 FTE).** The contractor shall provide a Public Affairs and Strategic Communications Team who shall, in close coordination with its Government counterpart, provide strategy, communications and policy operations support services to include overall direction of REF Strategic Communications Operations, a Communications Strategy, media operations facilitation, press and Government research, Government liaison facilitation, publication materials, multimedia support and media training/crisis communications.

**RESULTS:** Contractor shall develop a consolidated Strategic Communications and Public Affairs Plan and services that accurately represent the REF and its actions/accomplishments to key stakeholders and customers.

**OUTPUTS:** Develops and executes strategic communications plan for the REF. Refines plan throughout execution. Develops and tailors strategic messages and delivers them through targeted audiences through written and oral means. Plans, coordinates and assists in executing REF participation at AUSA and other symposiums. Publish articles in a proactive nature to get the message out. The contractor will as be responsible for responding to directives from inquiries from Government PA offices and other media outlets.



C.6.1.7 Staff Action Control Officer (1 FTE). Contractor shall insure staff actions are coordinated, complete and timely, in support of the Director, REF via the Executive Officer and Director, REF Operations. Insure the review, prompt and accurate processing of executive correspondence and staff actions. Track all internal and external suspense's by an information management system. Coordinate the required staffing within the REF to insure high quality and efficient staff work before presentation to the Director, REF. Routinely coordinate with high-level external staffs representing 3 and 4 star flag officers, political appointees and Members of Congress, as well as internal actions between REF Operations, REF Acquisition and other organizations as determined by the Director, REF.

**RESULTS:** Serves as a member of the Management Team. Attends staff meetings and other meetings to be familiar with the operational, technical and programmatic details of REF projects. Supervises the prompt, and accurate processing and review of executive correspondence and staff actions. Tracks all internal and external suspense's and provide daily reminders (to avoid late suspense's), and officially close actions.

**OUTPUTS:** Assist the Management Consultant and Operations to insure that suspense's have been adequately staffed within the REF to insure high quality and efficient staff work before they are presented to the Director, REF. Routinely coordinates with high-level external staffs representing 3 and 4-Star flag officers, political appointees and Members of Congress; these interfaces must be handled with impeccable professionalism and attention to detail. Intimately familiar with the organization and culture of the U.S. Army and the DoD and accustomed to working and interacting at the most senior levels within the U.S. Army and the DoD. Familiar with DOD business processes, organization and culture, and have functional expertise in various DOD staffing and coordination.

C.6.2 Operations Support Services. The REF receives requirements from various sources (command direction, operational requirements, and unsolicited "good ideas" from vendors). REF Operations function is to receive, validate, and act upon requirements from the receipt of the request, through equipping of a unit for field assessment (Equip and Assess), to a final decision of whether or not to transition (Insert) into the current force. Additionally REF Operations conducts training events for deploying units, and produces Training Support Packages in support of REF projects.

C.6.2.1 Current Operations (7 FTE). The contractor shall provide support to coordinate all current activities within the REF to meet identified unit needs and assigned transformational goals. This includes the coordination and development of documentation addressing unit capability shortfalls through the Operational Needs Statement (ONS) process ensuring Department of the Army (DA) approved, REF directed ONS actions are tasked and delivered to requesting units, and general daily operational activities such as daily summary of activities, and responses to requests for information from REF Forward Teams, deployed units, ARSTAFF and MACOMs. The contractor shall also provide this support to REF teams in support of the Improvised Explosive Device Task Force, Joint Improvised Explosive Device Detection Integrated Product Team, and other activities as directed by the Director, REF.

**RESULTS:** The contractor shall provide support to coordinate all current activities within the REF to meet identified unit needs and assigned transformational goals.

**OUTPUTS:** This includes the coordination and development of documentation addressing unit capability shortfalls through the ONS process ensuring Department of the Army (DA) approved, REF directed ONS actions are tasked and delivered to requesting units, and general routine operational activities such as daily synchronization meetings, weekly summaries of activities, and responses to requests for information from REF Forward Teams, deployed units, ARSTAFF and MACOMs.

C.6.2.2 Liaison to Army Staff and MACOMS. (8 FTE). The contractor shall supervise and coordinate the development and documentation of unit capability shortfalls through the Operational Needs Statement (ONS) process. The contractor shall also ensure that DA approved, REF directed ONS actions are tasked and delivered by the REF to requesting units. This task includes providing the necessary personnel to support REF liaison and coordination with the DCS-G3/5/7, DCS G-8, the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), FORSCOM and 3rd Army, TRADOC, TRADOC Futures Center, USASOC, and the Army Combined Arms Center to facilitate coordination and synchronization of REF activities with key ARSTAF organizations and MACOMs. The work is located at Ft Belvoir, VA (3), Ft McPhearson, GA (1), Ft Monroe, VA (2), Ft Bragg, NC (1), and Ft Leavenworth, KS (1).

**RESULTS:** REF efforts properly coordinated with appropriate staff agency/MACOM to ensure the successful development, documentation, and equipping solutions to meet unit capability gaps, and conduct necessary staff work to assess and transition the solution to the appropriate Army organization (MACOM, PM/PEO, DLA Item manager).

**OUTPUTS:** Weekly reports on current activities and major issue of note in their respective staff section or MACOM area of responsibility. Coordinate all REF activities with the appropriate organizations, to include itineraries and briefing preparation for visits and major projects, respond to request for information for their staff section/MACOM area of responsibility. Participate in routine meetings to develop and coordinate LNO activities with REF-Operations (weekly). Attend and participate key meetings and conferences at their respective staff agency or MACOM. To include, but not limited to: AR2B (HQDA), ASA(ALT) Staff Meetings (HQDA), OEF/OIF Sourcing Conferences (FORSCOM), and MANCEN sponsored IED Defeat Conferences (CAC LNO). Provides liaison support to the REF "Insert" mission and function with specific emphasis on the Air Assault Expeditionary Force Experiment and the TRADOC Task Force modularity effort. Augments the REF Director of Operations on an as needed basis.

C.6.2.3 Threat Analysis (6 FTE). The contractor shall provide expert analysis of current and projected threat activities, capabilities and potential future developments from tactical through strategic perspectives to inform and guide REF initiatives. The contractor shall provide this support to REF teams in support of the IED TF, JIEDDIPT, and other activities at the direction of the Director, REF. The work is located at Ft Belvoir, VA and Ft Meade, MD.

**RESULTS:** The contractor shall provide expert analysis of current and projected threat activities, capabilities and potential future developments from tactical through strategic perspectives to inform and guide REF initiatives

C.6.2.4 Training Officers (9 FTE). The contractor shall provide general operational and technical support to the Director, REF in the development, planning, coordination and implementation of REF support to MACOMs to include: developing training plans tailored to identified and anticipated unit Mission Essential Task list (METLs) in support of Global Army Warfighter Requirements; become SMEs on the material solution-sets used in support of unit METL requirements; assist TRADOC in developing tactics, techniques and procedures (TTPs) relative to material solution initiative; interview returning Global Army Warfighters units to assess functionality of current material solutions in theater and harvest successful TTPs relative to the equipment; facilitate the insertion of selected material solutions into transitioning units. The work is located at Ft Belvoir, VA (3), Ft Bragg, NC (3), Ft Hood, TX (1), Ft Leavenworth, KS (1), and Ft Lewis, WA (1). This work may require deployment overseas.

**RESULTS:** The contractor shall provide operational and technical support to the Director of Operations, REF in the development, planning, coordination and implementation of REF support to MACOMs.

**OUTPUTS:** The contractor is responsible for developing training plans tailored to identified and anticipated unit METLs in support in ongoing operations; become SMEs on the material solution-sets used in support of unit METL requirements; assist TRADOC in developing tactics, techniques and procedures (TTPs) relative to material solution initiative; interview returning units to assess functionality of current material solutions in theater and harvest successful TTPs relative to the equipment; facilitate the insertion of selected material solutions into transitioning units.

C.6.2.5 Requirements Integration (1 FTE). The contractor will develop, coordinate and implement a requirements determination and integration methodology for REF and its Direct Support (DS) and General Support (GS) clients. The requirements determination and integration approach will set conditions for REF programmatic institutionalization funding beginning with POM 08-13.

**RESULTS:** Responsible to the Director of Operations to implement a requirements determination process that will set the conditions for development of the REF POM. Also responsible to plan, program and develop the POM. Responsible to the Director of Operations as his in-house expert on the Army's PPBS process.

**OUTPUTS:** The requirements determination and integration approach will set the stage for each consecutive POM submission from the REF, to include major themes, significant requirements as input the justification documents (P and R Forms), milestone establishment and tracking, and coordination with TRADOC Spiral Development Directorate for current gap analysis as basis for POM build.

C.6.2.6 General Operational Logistics Support Services (5 FTE). The contractor shall provide General Operational Logistics Support Services to the REF in the following functional areas:

C.6.2.6.1 General Operational Logistics Services. The contractor shall provide General Operational Logistics service in support of REF operations. The contractor shall ensure its personnel have proper government licenses for the operation of government furnished vehicles up to and including medium-duty box trucks and forklifts up to 17,500 lb lift capacity.

C.6.2.6.1.1 General Operational Logistics Services Manager. The contractor shall provide management and supervision of contractor provided REF Rear Operational Logistics Services and functions. Management shall include: liaison with other entities involved in the REF transport operations including U.S. Embassies overseas, the U.S. Army Operations Center, U.S. Customs, Foreign Military representatives, Surface Deployment Distribution Command, Consolidation and Containerization Points, commercial shippers, and other vendors under contract to the REF; securing the appropriate shipping priority assignment via proper employment of the Force Activity Designator for each particular shipment; providing daily reports in formats prescribed by the REF including populating appropriate information into the REF data base, and periodic briefings on the status of Operational Logistics as requested; attending and participating in appropriate meetings, briefings, and teleconferences as they relate to REF Operational Logistics; assist with the management of the REF's shipping location identification information by reviewing and updating information for the REF's DODACC's etc.; provide all the background research, documentation, and draft responses to various enquiries, requests for information and higher headquarters taskers; assist with the formulation, documentation and depiction of REF Operational Logistics processes, standard operating procedures, and directives.

RESULTS: There will be no loss of REF Property or REF Project Equipment. There will be no violations of the following policies and statutes:

U.S. Army transportation policy.

U.S. Customs Bureau.

U.S. Bureau of Industrial Security.

OUTPUTS:

Daily written reports and populate appropriate information into the REF data base regarding all Operational Logistics area of responsibilities.

Periodic written briefings on the status of Operational Logistics.

Draft responses to various enquiries, Requests For Information (RFIs), and higher headquarters Taskers as they relate to REF Operational Logistics.

C.6.2.6.1.2. Warehouse Services. The contractor shall provide supply support for receiving, inspecting, labeling, and issuing equipment and property including hazardous materials used in industrial and military operations. Specific duties include: manage Hazardous materials including bottled gas (Argon, Carbon Dioxide, etc.), batteries, solvents, paint, paint stripper, paint thinner, acids, solvents, chemicals, and blast materials, etc. including disposal of hazardous materials; inspect all materials upon receipt to ensure material safety and product shelf life has not expired; manage allocated government furnished warehouse space for the temporary holding of REF property and equipment. Management will include providing daily receipt, issue and inventory reports in formats prescribed by the REF including populating appropriate information

into the REF data base. Request, pick up, and receipt for supplies and property from various supply sources. The contractor shall sort items and store them by commodity area, receive and issue/ship items (to include packaging), turn-in/pick-up equipment and safeguard equipment in shipment and storage.

**RESULTS:** There will be no violation of HAZMAT regulations.

**OUTPUTS:** Daily written receipt, issue and inventory reports in formats prescribed by the REF including populating appropriate information into the REF data base.

C.6.2.6.1.3 Transportation services and support. The contractor shall advise and assist the REF Logistics Chief and the REF Operations Officer on all matters pertaining to cargo movement, motor vehicle control, and operation and maintenance. The Contractor shall: provide subject matter expertise for transportation and movement of cargo, i.e. ground, air and sea; provide Transportation Planning advice to Acquisition Project teams and Acquisition Logistics to ensure that equipment transportation arrangements are compatible with the Project Equipment Packaging, Handling, Shipping & Transportation Plan and schedule; arrange and provide transportation to afford the most rapid and timely delivery, distribution and accountability of project equipment; provide HAZMAT transportation certification, Air Worthiness certification, U.S. Customs Shipper's Export Declaration and other documentation as required; ensure in-transit-visibility of REF Project Equipment and Property via appropriate use of Government Furnished Radio Frequency Identification tags and automated shipment tracking such as GATES, Global Transportation Network (GTN), GTN21, IRRIS, and shipment tracking through REF commercial accounts with DHL, FEDEX, UPS, etc.; ensure end-to-end transit management of all REF owned, REF leased, and Department of Defense provided cargo containers. This shall include data entry into and retrieval from the various support systems currently available and to become available in the future, such as: (a) United States Central Command Container Management Support Tool (CMST) and (b) Army Container Asset Management System. Contractor shall coordinate with the Installation Transportation Office (ITO) to obtain Transportation Control Numbers (TCN) for the shipment of REF equipment and property. The long lead time of arranging Government transportation requires that the Contractor be extremely proactive in securing advance transportation requirements from REF Acquisition and transmitting said requirements promptly to the ITO. Contractor shall provide daily receipt, shipment and in-transit-location reports in formats prescribed by the REF including populating appropriate information into the REF data base. Contractor shall provide liaison with the Forward Deployed Operational Logistics Support function, provide vehicle management support within REF including coordination with the appropriate agency for dispatch, fueling, repairs, maintenance, and billing to include assessing billing accuracy and take immediate corrective action for any noted discrepancies. Place of Performance: Ft Belvoir, VA, with occasional requirements to perform similar services off-site at other CONUS military installations, contractor facilities, factories, cargo consolidation points, airheads and/or seaports.

**RESULTS:**

Vehicles will be properly maintained and utilized.

DD1149s will be submitted to the base Installation Transportation office (ITO) no later than 8 working hours following receipt of the necessary shipping information.

The contractor will know the in-transit visibility status of all Project Equipment and containers on a daily update basis.

No transportation process delays due to contractor responsibility.

REF Forward elements will always be fully informed of inbound shipments.

Transportation entries in the REF database will be updated within two business days of a change in status.

#### OUTPUTS:

A consolidated daily written report that includes the following transportation information: (1) estimated ship date for known REF Project's future shipping requirement, (2) date that shipping information was received from Project Management, (3) date the DD1149 was submitted to the Installation Transportation Office (ITO) or other traffic management entity, (4) date the ITO returned the Transportation Control Numbers (TCNs) to the REF, (5) date REF Equipment and/or container shipped, (6) dates and status at each intermediate mode-transfer points and other nodes in transit, (7) date of final destination delivery including condition and recipient signatory party, and documentation of government and/or vendor-caused delays throughout the entire process.

Monthly vehicle utilization and maintenance reports.

Appropriate HAZMAT transportation certifications, Air Worthiness certification, U.S. Customs Shipper's Export Declaration (SED) and other transportation documentation as required.

Appropriate data entry into DoD in-transit visibility and container management reporting systems such as GATES, Global Transportation Network (GTN), GTN21, IRRIS; shipment tracking through REF commercial accounts with DHL, FEDEX, UPS, etc.; and the United States Central Command (CENTCOM) Container Management Support Tool (CMST) and Army Container Asset Management System (ACAMS) systems

C.6.2.6.1.4. Property Support and services. The contractor shall provide supply support to include maintaining the Property Book and REF Property database(s), tracking and maintaining property warranties including facility work orders, turn-ins for repairs, maintaining appropriate supply records to ensure proper accountability and proper chain of custody and perform periodic inventories and reconciliation. The Contractor shall: ensure accountability and visibility of REF Project Equipment and Property via appropriate use of Government Furnished (Army) automated tools such as PBUSE, LIDB, WebLOG, BattleWeb; make appropriate data entries into the REF Data Base; submit applications for REF Equipment logistics identification (such as non-standard Line Item Number, Management Control Number, etc.) by providing data entry through the U.S. Army SLAMIS portal or other appropriate LOGSA-LIDB means; coordinate closely with REF Forward teams and Army Material Command Asset Visibility entities to ensure proper accountability of REF Project Equipment distributed to units; provide periodic reports as required; and make appropriate data entries into the REF Data Base.

RESULTS: All REF Project Equipment will move forward with appropriate Management Control Numbers (MCNs) and accountability records to facilitate the accountability turnover to the Army Material Command's Stay Behind Equipment (Theater Provided Equipment) Property Book.

#### OUTPUTS:

Secure Non-Standard Line Item Numbers and Management Control Numbers via LOGSA's SLAMIS data entry system.

Periodic reports of inventory, accountability, and equipment disposition as required.

Accountability entries in the REF database will be updated within two business days of a change in status.

### C.6.3 OCONUS Support and Services.

C.6.3.1 Field Logistics Specialist (1 FTE). As a member of the REF Forward Team, the Contractor shall: provide theater logistics subject matter expertise, coordination and liaison in the forward theater; stay apprised of in-transit-visibility of REF Project Equipment and Property via appropriate use of Government Furnished automated shipment tracking such as GATES, GTN (Global Transportation Network), GTN21, IRRIS, and shipment tracking through REF commercial accounts with DHL, FEDEX, UPS, etc.; provide liaison with REF Rear (located at Ft. Belvoir) and all Forward AOR (Area of Responsibility) Transportation Management entities. The work is located at Camp Anaconda, Iraq (1).

RESULTS: No shipment delivered forward will sit unclaimed in a freight consolidation yard for more than 24 hours with the exception of government caused delays.

C.6.3.2 Field Project Coordinator (2 FTE). The contractor performs the same duties and task as the Project Coordinator (paragraph C.6.5.3), except these duties/tasks are performed OCONUS. The work is located at (1) Baghdad, (1) Bagram.

RESULTS: Equipping of unit with safe and supportable equipment occurs within REF timelines.

OUTPUTS: Overall written project management plan to include the development and coordination of the training plan, sustainment plan, procurement plan, test plan, assessment plan and transition plan. Briefing slides that clearly articulate the above mentioned plans. Providing written executive summaries and/or trip reports of selected meetings and briefings. Maintaining up to date project database. Providing weekly activity reports, travel reports and other required reports.

C.6.4 Administrative Services. The Administrative service group performs all the necessary administrative functions necessary to process incoming and outgoing personnel, graphics support and computer-related issues.

C.6.4.1 Personnel Support and Services (1 FTE). The contractor shall provide and be directly responsible for all REF administrative and personnel issues to include personnel support of forward deployed elements; for coordinating all personnel actions with appropriate Personnel Service Battalions and ensuring these actions are properly completed and processed in a timely manner; for maintaining the personnel status report, awards, evaluations, and finance issues.

RESULTS: All personnel actions for assigned military and DA civilian work force coordinated and executed in a timely manner.

**OUTPUTS:** Ensure all travel and Advance TDY vouchers are faxed to DFAS in a timely manner, normally the same day received. Ensure all In-coming personnel complete IN-Processing sheet and maintain a file on all REF personnel. Maintain the NCOER and OER Rating Scheme. NCOERS are processed, once reviewed, signatures received, a copy is provided to the individual soldier, copy for the files and original Hand Carried to Crystal City OERS once processed, Hand Carried to HRC. Once REF personnel return to parent unit: responsible for ensuring all documents that need soldiers signatures and all awards forwarded in a timely manner. REF personnel that are assigned to the Fort Belvoir area, coordinate with the installation PSB, ensuring that all personnel actions are processed in a timely manner. REF personnel that are not assigned to the Fort Belvoir area, coordinate with the appropriate PSB, ensuring that all personnel actions are processed in a timely manner. Responsible for maintaining the personnel status report. Responsible for ensuring the Quarterly strength report is completed and emailed to HRC.

**C.6.4.2 Security Support and Services (1 FTE).** The contractor shall provide security support to the REF office including designing a database to host visitor clearances, maintain Key Control, conduct in and out security processing, tracking of SIPRNET accounts and STU-III assets, process visit requests, manage safe combinations, and draft and maintain the organization security processes and procedures.

**RESULTS:** REF conducts business in accordance with internal SOPs, and appropriate Army Regulations and HQDA guidance.

**OUTPUTS:** Maintain the daily visitor control log. Coordination of security clearances for visiting personnel as well as assigned REF government personnel visiting other locations. Coordinate the necessary actions for security badging for all REF employees with the appropriate organizations (NVESD, Ft Belvoir, and MDW). Maintain a key control register as well as safe combination control. Supervise the execution of daily, weekly and monthly security processing to ensure compliance.

**C.6.4.3 Industrial Security Officer (0 FTE).** The contractor is responsible to develop, coordinate and implement a Program Protection Plan and individual Project Classification Guides, to include: develop DD254s and supervise vendor compliance; monitor vendors working in support of the REF and ensures compliance with security requirements; through REF PAO, control release of any information pertaining to Product Manager efforts; coordinate/ assist in the requisite clearances for vendors supporting REF efforts. The work is located at Ft Belvoir, VA and Ft Meade, MD and may require deployment overseas.

**RESULTS:** The contractor shall provide security support to the REF office in accordance with establish SOPs and applicable regulations: AR 25-1, AR 25-55, AR 190-11, AR 190-13, AR 190-51, AR 340-21, AR 380-10, AR 380-12, AR 380-19, AR 380-19-1, AR 380-67, AR 380-5 , AR 381-10, AR 525-13, AR 735-5, FORSCOM Supplement 1 to AR 380-5, FORSCOM Supplement 1 to AR 380-380, DA PAM 710-2-1, FH Reg 25-5.

**OUTPUTS:** The contractor will execute specified tasks including designing a database to host visitor clearances, maintain Key Control, conduct in and out security processing, tracking of



SIPRNET accounts and STU-III assets, process visit requests, manage safe combinations, and draft and maintain the organization security processes and procedures.

C.6.4.4 Graphics Support (1 FTE). The contractor shall provide graphics, illustration, and multi-media support. The contractor shall develop and prepare presentations, briefing material, and other documentation, as required, to support demonstrations, decision and information briefings, and program reviews. The contractor shall develop promotional materials, e.g. brochures, handouts, tri-fold project information sheets, folders, CD-ROMs and posters.

RESULTS: The contractor shall provide graphics, illustration, and multi-media support.

OUTPUTS: The contractor shall develop and prepare presentations, briefing material, and other documentation, as required to support demonstrations, decision and information briefings, and program reviews. The contractor shall develop promotional materials e.g. brochures, handouts, tri-fold project information sheets, folders, CD-ROMs and posters.

C.6.4.5 Information Management (3 FTE). The contractor shall develop and manage the REF'S information drives, assist with executive level briefings, information searches and requirements.

Web Design, Development, and Maintenance. The contractor shall provide Web design, development, and maintenance support and manage all aspects of REF public internet and internal intranet. The contractor shall be responsible for coordinating with REF staff sections to appropriately showcase and market REF programs. The contractor shall correct and re-design the Government Web Site, entering new and changing data on a regular basis, and maintain the stability of the site. The contractor shall maintain SQL and Access Databases and develop new databases as needed. The contractor shall advise CIO on web related technical questions and strategies.

RESULTS: Manage, advise and implement Information Assurance (IA) and Information Management (IM) for the REF to ensure the automation infrastructure, equipment and software are current and operational. Ensure rapid and efficient flow, storage and retrieval of electronic information. These results cover both non-secured and secured systems.

OUTPUTS: Coordinate and implement required SOP for REF IT department.  
Coordination of all REF cellular phones/blackberries.  
Monitor all REF IT contracts,  
Monitor network and other electronic resources.

C.6.5 Acquisition Support Services. The acquisition directorate mission is to research, analyze, select and procure material solutions that satisfy immediate warfighter operational needs in support of Global Army Warfighter Requirements. Material solutions focus on GOTS/COTS items and emerging technologies that can be brought forward to the current force within 3 to 6 months. It is anticipated that the contractor will perform 80% of this mission. The level of effort required for each project can encompass significant coordination w/OSD, Army Staff, TRADOC, Program Executive Offices, and foreign military entities to keep the project moving forward and in rare instances require the project officer to accompany the system to theater. On

the other end of the spectrum, the level of effort can encompass the procurement and assessment of a limited number of systems to determine the utility which may result in project termination. The complexity level of each project can range from electronically and physically integrating the project in a system of systems approach requiring a dedicated sustainment structure to procuring a standalone device.

C.6.5.1 Management Consultant (1 FTE). The contractor must understand complex issues, processes, organizations and personalities. Accordingly, the contractor must possess the skills, experience and personality to complement the REF Project Manager. This will be a highly visible job that will likely have direct communication with the VCSA, Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology and other senior General Officers in the Acquisition Program Manager's absence. The contractor will work daily at the Colonel/GS-15 and General Officer/SES level, such as the HQDA G3/VCSA's Executive Officers, to accomplish complex and time sensitive taskings and to report status. The contractor will often have to expedite actions. The contractor is also responsible for managing the REF Project Manager's email traffic and will be required to operate both NIPR and SIPR access.

RESULTS: Daily, weekly and monthly calendar coordinated and synchronized to ensure the most efficient use of the PM REF's time. Issues organized and presented in a manner so that the Director can focus on high priority issues and manage time and resources effectively. Director represented with the highest level of professionalism in all contacts with outside organizations and headquarters.

OUTPUTS: Daily, weekly, monthly calendar tracking, based on PM REF's guidance and priorities. Management of all correspondence (email, letter, phone) so to efficiently and rapidly respond and to ensure the appropriate internal addressees are aware of commitments and PM REF's intent.

C.6.5.2 Administrative Assistance Support (1 FTE) The contractor shall provide all administrative support for REF, performing and coordinating a wide variety of clerical, office automation, management, administrative assistance and advisory functions. The contractor shall facilitate paper flow, answer inquiries and provide secretarial support for the organization including preparation of correspondence, duplication and distribution of documents, database maintenance, travel management, calendar coordination, preparation and maintenance of TAPES documentation, filing, time attendance reporting, and coordination. The contractor shall maintain an automated filing system in accordance with MARKS. The contractor shall maintain the technical library, including program documents, other government publications, and related materials.

RESULTS: PM REF's time is used efficiently and focused on priority issues.

OUTPUTS: : Exceptionally professional REF correspondence, visitor assistance, maintenance of REF files and other administrative duties as necessary.

C.6.5.3 Project Management Support Services (8 FTE, 2 leads, 6 coordinators). The contractor shall provide the following support services. The work is located at Ft Belvoir, VA and Ft Meade, MD.

C.6.5.3.1 Management Support. The contractor shall provide expert assistance and advice to the REF as it relates to the research, development and acquisition of materiel solutions in support of REF initiatives.

C.6.5.3.2 Liaison. The contractor shall develop and maintain active and close relationships with Army and other Service Program Executive Officers/Project Managers (PEO/PM), Research and Development (R&D) Laboratories and private industry to facilitate rapid materiel solution identification and the associated potential use of Government Off-the-Shelf and Commercial Off-the-Shelf (GOTS/COTS) solutions for REF initiatives.

C.6.5.3.3 Requirement Satisfaction. The contractor shall, through the application of subject matter expertise, determine and recommend appropriate materiel solutions or non-materiel practices and processes to satisfy customer-defined requirements or desired capabilities.

C.6.5.3.4 Project Planning and Control. The contractor shall, in coordination with the REF designated Project and Product Managers, determine project scope and deliverables, and execute all project acquisition activities as relates to cost, schedule, and performance to meet REF directed objectives. The contractor shall maintain all required information for assigned projects in the REF database.

C.6.5.3.5 Equipping Actions. The contractor shall develop, coordinate and implement the equipping plan for assigned projects. When directed by the REF Project and Product Managers, the contractor may be required to equip designated units either in the Continental United States (CONUS) or in the AOR.

C.6.5.3.6 Assessment and Evaluation Support. The contractor shall develop, coordinate and implement a plan to ensure all REF initiatives receive an appropriate assessment/evaluation when placed in operational use. This plan must ensure that assessments include soldier evaluations and are disseminated to appropriate Army and other Service Program Executive Officers/Project Managers (PEO/PM), Research and Development (R&D) Laboratories and ARSTAFF to facilitate future efforts of a similar nature.

C.6.5.3.7 Spiral Development. The contractor shall have expertise in planning for a spiral development. This plan must identify and provide decision criteria for conducting further spirals within the REF or for spiral to the PEO/PMs for the Army at large.

RESULTS: Equipping of unit with safe and supportable equipment occurs within REF timelines, with selected items successfully transitioned transferred to a PM/PEO.

OUTPUTS: Overall written project management plan to include the development and coordination of the training plan, sustainment plan, procurement plan, test plan, assessment plan and transition plan. Briefing slides that clearly articulate the above mentioned plans. Providing written executive summaries and/or trip reports of selected meetings and briefings. Maintaining

up to date project database. Providing weekly activity reports, travel reports and other required reports. REF Database records for projects are initiated as soon as a REF Form 1 is signed. Decision briefing for approval to commit REF resources is prepared and presented within three (3) business days of receiving a Form 1 from the APM.

C.6.5.4 Program Analyst Support Services (4 FTE). The contractor shall provide the following support services. The work is located at Ft Belvoir, VA and Ft Meade, MD.

C.6.5.4.1 Management Support. The contractor shall, in coordination with the REF Project Manager and designated Product Manager's, develop required project proposals, cost estimates, budgets, milestones and schedules to support assigned REF initiatives.

C.6.5.4.2 Documentation. The contractor shall identify and produce appropriate project and process documentation to facilitate assessment of REF initiatives and lessons learned and to ensure adequate documentation in support of potential audits of REF activities. The contractor shall monitor and update project data in the REF project database.

C.6.5.4.3 Monitor Progress. The contractor shall monitor the progress of all projects and items which support project accomplishment, and provide REF leadership accurate status of all ongoing REF initiatives.

C.6.5.4.4 Coordination. The contractor shall coordinate the necessary resources to support and adhere to REF directed schedules and project completion dates.

C.6.5.4.5 Decision Data. The contractor shall develop and maintain supporting project/program data to facilitate Army decision forums, especially the Army Strategic Planning Board (ASPB).

RESULTS: Expediting and/or maintaining current project status.

OUTPUTS: Documentation of any project related issue including creating various reports and documents to include, but not limited to Power Point briefings, informational papers, Memorandums of Understanding, contract inputs such as Sole Source Justification and Approvals, Statements of Work, Statements of Urgency, etc.

C.6.6 Technical Management Support Services. Technical Management Support Services provide technical and scientific service in support various elements of the REF.

C.6.6.1 Science and Technology Support Services

C.6.6.1.1 Scientist (2 FTE). The contractor shall assist APMs with RDTE initiatives that require the evaluation and analysis of new solutions to requirements through application of basic and applied scientific knowledge. The work may require deployment overseas. The work is located at Ft Belvoir, VA and Ft Meade, MD.

C.6.6.1.1.1 Liaison. The contractor shall develop and maintain active and close relationships with Army and other Service Program Executive Officers/Project Managers (PEO/PM), Research and Development (R&D) Laboratories and private industry to facilitate rapid materiel

solution identification and the associated potential use of Government Off-the-Shelf and Commercial Off-the-Shelf (GOTS/COTS) solutions for REF initiatives.

C.6.6.1.1.2 Technical Research. The contractor shall provide subject matter expertise in identifying/recommending technologies/materiel solutions (GOTS/COTS/ systems requiring minimal development) to both currently identified and unidentified but existing capability gaps.

C.6.6.1.2 Technical Advisors (6 FTE). The contractor shall assist APMs with RDTE initiatives that require evolutionary design of and/or integration with existing systems. The work is located at Ft Belvoir, VA and Ft Meade, MD.

RESULTS: Identify, rapidly assess, and recommend to the REF leadership candidate products/technologies that satisfy current force capability gaps within REF acquisition timelines.

OUTPUTS: Executive summaries, information papers, and/or briefings that identify potential solutions to capability gaps with analysis that supports a recommended solution.

C.6.6.1.2.1 Technical Integration. The contractor shall provide technical and operational subject matter expertise and advice in integrating REF initiatives with existing Army systems/platforms.

C.6.6.1.2.2 Liaison. The contractor shall develop and maintain active and close relationships with Army and other Service Program Executive Officers/Project Managers (PEO/PM), Research and Development (R&D) Laboratories and private industry to facilitate rapid materiel solution identification and the associated potential use of Government Off-the-Shelf and Commercial Off-the-Shelf (GOTS/COTS) solutions for REF initiatives.

C.6.6.1.2.3 Technical Research. The contractor shall provide subject matter expertise in identifying/recommending technologies/materiel solutions (GOTS/COTS/ systems requiring minimal development) to both currently identified and unidentified but existing capability gaps.

RESULTS: Identify, rapidly assess, and recommend to the REF leadership candidate products/technologies that satisfy current force capability gaps within REF acquisition timelines.

OUTPUTS: Executive summaries, information papers, and/or briefings that identify potential solutions to capability gaps with analysis that supports a recommended solution.

C.6.7 Business Management Support Services. The Business Management Support Services provides support in the area of financial management, contract service and program analysis.

C.6.7.1 Financial Management Support Services - Budget Analyst (3 FTE). The contractor shall provide the following budgetary support services: planning, programming, budget formulation, and budget execution planning. These services include, but are not limited to budget request submittals; budget obligation preparation and execution tracking; and preparation and follow-up of Military Interdepartmental Purchase Requests (MIPR). The contractor shall perform day-to-day operation to ensure the fiscal resources provided the REF are executed as intended. The contractor shall maintain the fiscal records of the REF. The work is located at Ft Belvoir, VA and Ft Meade, MD.

RESULTS: Control of REF financial and administrative resources.

OUTPUTS: MIPRs, Reports: daily weekly, monthly, annual. Spreadsheets showing past, present and expected financial positions.

C.6.7.2 Contract Management Support Services (2 FTE). The contractor shall provide pre- and post award contract management support services. At least one of the individuals must have or be able to acquire a Top Secret security clearance. The contractor shall provide micro purchase acquisition support including preparation of sufficient documentation to support the micro purchase decision. The contractor shall also review and monitor progress of invoices and payments. The work is located at Ft Belvoir, VA and Ft Meade, MD.

RESULTS: Complete contracts meeting the mission of the REF and founded on approved and sound business decisions.

OUTPUTS: Complete and accurate files, financial and contracting.

Current database information.

Contract inputs: Statements of work, justifications for other than competitive awards, source recommendations.

Contracting advice and assistance.

C.6.7.3 Cost Analyst Support Service (1 FTE). The contractor shall: develop life cycle cost estimates for items under management by the REF; conduct proposal reviews to ensure proposed product and services are supported by current, accurate and complete cost estimates; determine the most appropriate means to accumulate cost using appropriate methodology and to report the cost of projects/programs/activities for management purposes; develop reasonable and accurate cost estimates to support funding requests through the POM, BES, President's Budget and Supplementals ensuring sufficient funding is requested in each appropriation to execute known and anticipated requirements; maintain working relationships with Operations staff and the Requirements Integrator to validate fidelity of requirements and cost estimates; and, review all completed work to verify accuracy, conformity with required procedures, special instructions, applicable policies, regulations, and procedures and feasibility and utility of proposals.

RESULTS: Accurate cost estimates for current and future REF projects.

OUTPUTS: Independent Government Cost Estimates, accurate POM, BES and other budgetary estimates.

C.6.7.4 Micro Purchase Specialist (1 FTE). The contractor shall be expected to perform those functions associated with the programmatic actions utilizing the Government wide Purchase Card for actions not exceeding the "micro-purchase" level. The micro purchase level is identified in the Federal Acquisition Regulation (FAR) Subpart 2.1 – Definitions.

RESULTS: Rapid procurement of items allowed by regulations within dollar limits established for micro purchase

OUTPUTS: REF Form 1 for micro purchase requirements

Weekly reports of micro purchases initiated

Monthly reconciliation of micro purchases against Government Credit Card receipts

C.6.8 Acquisition Logistics Support Services. The Acquisition Logistics Support Services provide all the necessary actions/functions in order to support the REF's logistical needs.

C.6.8.1 Acquisition Logistics Support Services Management and Supervision (1 FTE). The contractor shall provide logistical subject matter expertise to the REF as it relates to the research, development, and acquisition of materiel and non-materiel solutions in support of REF initiatives. Requirements for Support Equipment, Calibration, Computer and Data Resources, Manpower and Personnel, Training, Technical Data, Facilities, Supply Support, PHS&T (Packaging Handling Shipping & Transportation), and Testing. The contractor shall provide assistance in maintaining liaison with the Army Material Command, subordinate Logistics LCMCs (Life Cycle Management Commands), and gaining Program Management offices during Project initiation, development, and transition.

RESULTS: REF Project Equipment time-to-delivery will be minimized holistically by recommending trade-offs between acquisition strategy, contract incentives, material solution, source selection, production plan, delivery, testing, training, transport methodology and sustainment so as to accelerate the total acquisition process and compress the time to final arrival forward for assessment. REF Projects have feasible and acceptable sustainment plans that are coordinated with Army logistical support agencies.

OUTPUTS: Written recommendations for Acquisition Logistics process improvements, drafts of Memorandums of Agreement and drafts of transition plans for sustainment and product management. Project Sustainment Plans.

C.6.8.2 Acquisition Logistics Support Services Analysis (3 FTE). The contractor shall: Provide logistical subject matter expertise to the REF as it relates to New Equipment Training (NET); provide subject matter expertise and advice in developing and maintaining effective and efficient support strategies for two-year sustainment of equipment associated with REF initiatives; provide logistical subject matter expertise to the REF as it relates to conducting safety, beta and functional testing of new equipment; assist the REF in developing and maintaining initial acquisition logistics documents and acquisition-related Memorandums of Agreement and Memorandums of Understanding; assist the REF in developing standardized policies, procedures and methods to account for all REF Project Equipment as it relates to the purchase, receipt, storage, transport, and distribution; assist the REF in writing Statements of Work for all vendor/manufacturer supported projects; assist with the planning and contracting of transportation, movement, and distribution of REF Project Equipment; assist the REF in developing, coordinating and executing REF equipping plans and schedules for all projects throughout the procurement, testing, insertion, assessment and equipping cycle; and. support REF teams in support of the IED-TF, JIEDD-IPT, and other activities as directed by the Director, REF.

The work is located at Ft Belvoir, VA and Ft Meade, MD.

**RESULTS:** Customers and stakeholders will become more aware of and satisfied with REF Acquisition, Equipping, and Sustainment activities.

**OUTPUTS:** `

Recommendations to REF leadership and other entities on logistical process improvements that could accelerate delivery and sustainment of solutions to the battlefield.

Written recommendations for REF Form-1 inputs and Project budgets.

Drafts of contract Statements of Work, and transition plans for sustainment and product management.

**C.7 Deliverables.** Deliverables are due by the 15<sup>th</sup> of every month and consists of:

- Monthly report detailing status of all active projects, and expenditure rates,
- Manpower report showing number of positions authorized and number filled
- Other significant actions/events as requested.
- Quarterly, the contractor shall provide the results of the QASP.

**C.8 Location and Work Hours.**

**C.8.1 Location.** The work to be performed is located at REF Office at Government facilities at Ft Belvoir, Virginia, Ft Meade, MD or contractor facilities located in the Northern Virginia area or such other offices in the immediate vicinity as determined by the Director, REF. Work may also be required and/or performed at other REF sites, including US Army component command sites, sites that relate to US Army missions and operations as required to accommodate specific tasking, and Contractor corporate facilities located in the Northern Virginia area. On direction of the Director, REF, services may be required on-site at Rapid Equipping Force Office Forward Operating Bases located at Government facilities OCONUS or such other office as determined by the Director, Rapid Equipping Force.

**C.8.2 Travel.** In the event the contractor personnel are required to be in a travel status from the regular place of performance, the REF will pay reimbursable travel expenses, at a rate not to exceed those published in the Joint Travel Regulation (JTR) and consistent with government personnel reimbursements. Local travel and parking are authorized costs under this tasking. In the event that the contractor's personnel are deployed to a forward combat area, the Defense Base Act and War Hazards Compensation Act are applicable and required.

**C.8.3 Work Hours.** The contractor personnel will work during the operational hours of the REF. Normal operational hours are 0800-1800 ET, Monday through Friday except for Federal Holidays.